

THE IMPACT RESILIENCE AND PSYCHOLOGICAL WELL BEING ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (CASE STUDY CENTRAL MUNICIPALITY AND AREAS 15 OF ISFAHAN MUNICIPALITY)

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ABSTRACT

This study has attempted to investigate the impact resilience and psychological well-being on perceived organizational support. Regarding the research objectives and nature, this study was of applied and descriptive-correlational types respectively. The population of this study was all employees working in the deputy of urban districts. For resiliency we use standard questionnaire of Connor and Davidson (2003), for psychological well-being Reef (1989) and finally for perceived organizational supporting we use Eisenberger and associates (1986). Content validity of the questionnaires was approved by experts from university and municipality. Besides, construct validity of organizational citizenship behavior questionnaire was approved using factor analysis. The reliability of the questionnaire was approved using Cronbach's alpha coefficient. The results showed that between psychological well-being and resiliency, just resiliency can forecast organizational citizenship behavior and one unit increase in resiliency led to 0.54 units increase in organizational citizenship behavior. Based on the results components of organizational citizenship behavior includes humanism and conscience to do through psychological well-being and resiliency and attention component and civic virtue through resiliency are predictable.

KEYWORDS: Psychological Well-Being, Resiliency, Organizational Citizenship Behavior

INTRODUCTION

The environmental changes are taking place very fast in the third millennium. Hence, organizations are attempting to learn and teach organizational behavior to their employees in order to compete in the global arena and adapt themselves to an ever-changing environment. Accordingly, employees are required to go beyond job descriptions; duties and roles stipulated for them. This is because they believe that these behaviors reflected on the performance within the organization and will lead to change representation within the organization. For this reason, managers prefer employees who go beyond their expectations. Furthermore, they willingly engage in behaviors that are not part of their official duties (Zare, 2004). These behaviors are calling organizational citizenship behaviors. The structure of organizational citizenship behaviors includes identification, management and evaluation of extra-role behaviors of employees working in the organizations. In effect, their behaviors improve the organizational effectiveness. In other words, and with regard to this definition, human kinds as organizational citizens expected to go beyond their defined formal roles and duties in order to serve the organizational objectives (Bienstock et al. 2003). Senior experts within the field of organizational citizenship behaviors have concluded that representation of these behaviors provides a framework that reduces the need to expend valuable resources to perform simple tasks on the part of organization. Furthermore, due to time and resource's consumption, this factor empowers individuals to take greater care to conduct their tasks as well as prevalent issues. The result of all these

factors leads to increase in success and efficiency within the organization (Podsakoff et al. 2000). Accordingly, the implementation of organizational citizenship behaviors should be assisted to achieve successful, organized and efficient organizations. Psychological well-being variables (joy of living) and resiliency (compatibility with bad conditions), which are personal characteristics, seem to have a relationship with organizational citizenship behaviors, and the research question has been expressed on this premise. About psychological well-being, it can be stated that this concept is one of the health dimensions. Almost 60 years ago, the World Health Organization defined health as a state of complete physical, mental and social health and not merely the absence of illnesses (World Health Organization, 2001). Resiliency also has assigned a special place in the field of evolutionary psychology, family psychology and mental health (Campbell-sills et al., 2006). Garmzy (1991) has defined resilience as a process, capability, or the outcome of successful adaptation despite threatening condition. The results from a research conducted by Davila and Finkelstein (2013) showed that organizational citizenship behavior and its motives, particularly altruism, have been strongly correlated with welfare. Furthermore, organizational citizenship behavior has been associated with welfare. This has caused psychological comfort and satisfaction in terms of expressed helps. Chernyak-Hai and Tziner (2012) concluded that personal characteristics and traits of extroversion positive relationship with organizational citizenship behavior.

Isfahan Municipality, as one of the largest and most influential public institutions within the Isfahan city that is daily engaged in close contact with a large number of citizens, should pay special attention to behavioral variables to be successful in carrying out its activities. It seems that, among all behavioral variables, organizational citizenship behavior is very important for the Municipality because the volume and type of work, and a plurality of communications require employees to go and work beyond their formal roles and duties. Since organizational citizenship behavior emphasizes on extra-role behaviors, the need for rare and specialist human resources has been reduced and, thus, organizational costs have decreased as well. Accordingly, it is necessary to examine the organizational citizenship behavior among employees working in Isfahan Municipality (Ahmadi, 2013). Subsequently, central and 15 districts of Isfahan Municipality have been chosen to be included in this research. Hence, this study examines the following hypotheses:

Organizational citizenship behavior is predictable through psychological well-being and resiliency.

Dimensions of organizational citizenship behavior are predictable through psychological well-being and resiliency.

In addition, organizations can identify and assess the dimensions of organizational citizenship behavior in order to create an environment that encourages and facilitates the representation of organizational citizenship behavior. Accordingly, one can argue that the probable findings from this study can lay the groundwork for strengthening the organizational citizenship behavior upon the part of managers of Isfahan Municipality.

RESEARCH LITERATURE

Psychological Well Being

In line with the definition of psychological well-being Goldsmith et al. (1997) have suggested that psychological well-being includes the person's perception of the level of harmony between the set goals in an individual's mind with performance results that a person acquires with self-assessment and gets into a relatively stable inner-satisfaction in life. Well-being refers to that part of health which includes all aspects of a person. Psychological well-being includes cognitive values of individuals from life, and this valuation depends on comparing the individual's situation with expectations, values and the individual's experiences (Diener et al., 2003). Six important factors in psychological well-being through which

being good or not can be identified are as follows:

- **Accepting Self:** Having a positive attitude towards oneself (not in the sense of narcissism)
- **Positive Relationship with Others:** can be described as the ability to create an intimate relationship with others and love.
- **Autonomy:** means regulating and conducting behavior by an individual according to his wishes.
- **Purposeful Life:** Having a purpose in life and an assumption that directs all human behavior which plays an important role in calling the life worthy. And it can be said that when a person has a purpose in life, his life is precious to him.
- **Personal Development:** Refers to the ability for self-promotion, training and achieving their potential in order to become a fully functioning human being, and aiming to achieve self-actualization.
- **Mastering the Environment:** means selecting and controlling the environment through physical or mental activities (Ryff, 1989).

Resiliency

Resiliency is the capability of establishing a mental balance in dangerous conditions by a person. Resiliency thinkers see it besides psychological balance as a healing with positive emotional and affective effect (Rutter, 1999; Masten, 2001). It can be said that resilience is not just resistance to damage or dangerous situations, but it is an active and constructive participation in the environment (Conner & Davidson, 2003). In fact, resiliency is more than a simple recovery from a trauma and disaster, and it is a crucial growth or positive adaptation after a period of imbalance (Richardson, 2002).

Organizational Citizenship Behavior

According to Oregon (1988), organizational citizenship behaviors are those behaviors that are done by individual desire and will and are not, directly or explicitly, appreciated by a formal organizational reward system. However, they will improve the effective performance. Accordingly, Oregon model was used to examine organizational citizenship behavior as well as its diverse dimensions. Oregon (1988) proposes a five-dimensional scale of organizational citizenship behavior that has explained the structure of organizational citizenship behavior as follows:

- **Courtesy:** It refers to sensitivity to the effectiveness of personal actions on the fate of others.
- **Civic Virtue:** It represents an individual's participation in social life of organization that includes such behaviors as participation in extracurricular activities, the tendency to read books and magazines, and supporting the development.
- **Work Conscience:** It includes such behaviors as predetermined requirements set out by the organization in the workplace.
- **Altruism:** It refers to useful and beneficial behaviors such as intimacy, empathy, and sympathy to colleagues.
- **Sportsmanship:** It refers to patience in the face of inevitable vocational adversity and hardships.

Methodology

As the results of this study can be used in real organization under study, is an applied research, and due to observing and describing a situation or a relationship, the nature of the study is descriptive-correlational, and the method of research is field research. The population consists of all employees of the Municipal Planning Department of Isfahan and 15 districts of the municipality. The population of the study in winter of 2013 was a total of 311 people with 95% confidence level using Cochran's formula sample was obtained as 173 people, and considering 16 districts under study, sample size and distributed questionnaires for this study were 192. Because the staff members of the City Planning Department was the population of this research, the sample size was determined in each district. So, it can be stated that the sampling was stratified sampling. In this study, each stratum is one municipal district which was determined proportional to the number of inhabitants of the region. The questionnaire was distributed in a simple random way in each district. In this study, in order to gather information for the study, mainly library and field methods were used. To assess the psychological well-being, Reef's Psychological well-being scale (1989) was used where the answers were in 6 levels ranging from strongly disagree to strongly agree. Also in this study to assess the resiliency, Connor-Davidson's Resilience Scale (2003) was used. Based on this three standard questionnaires were used, 1. OCB's standard questionnaire of Oregon and Kanovsky (1996), 2. Reef's Psychological well-being standard questionnaire (1989) and 3. Connor and Davidson's (2003) standard resiliency questionnaire. The three questionnaires were provided for academic experts and municipality expert on the research councils. After reviewing and modifying hints that were given the questionnaire were given to them again, and thus the questionnaires for this study were approved. The content face validity for the study was considered and approved. Final calculation was done using Cronbach's alpha reliability coefficient and spss software. The reliability of the questionnaire for organizational citizenship behavior was 0.766 and diverse dimensions of organizational citizenship behavior, including altruism equal to 0.767, work conscience equal to 0.782, sportsmanship equal to 0.755, civic virtue equal to 0.666 and courtesy equal to 0.706, for psychological well-being 0.928 and for resiliency 0.881. To analyze the data, descriptive and inferential statistics (multiple regression at 95% confidence level) were used.

Findings

Of the 192 questionnaires distributed, 169 questionnaires were returned and statistical analysis was performed on them. The results showed that 13 percent of respondents had diploma or less, 14.8 percent had associate's, 53.8 percent bachelor's and 18.3 percent have a master's degree. Most respondents have more than 15 years of service and are older than 40 years of age. Kolmogorov-Smirnov one-sample test results showed that three variables, perceived organizational support, resiliency and psychological well-being are normally distributed data ($p \geq 0.05$). Multiple regression was used to examine the hypothesis of the study and the simultaneous influence of resiliency and psychological well-being was assessed. The findings show that the correlation coefficient of predictor variables (as their simultaneous effect) and the criteria variables in the model is equal to 0.568 and adjusted coefficient of determination is equal to 0.314 which means 31% of the variation of organizational citizenship behavior is explained by psychological well-being and resiliency. Due to the amount, generalizing the model and regression equation should be done with caution. Table 1 shows that psychological well-being in regression model was not made significant ($p \geq 0.05$) and only the resilience is able to predict the organizational citizenship behavior ($p < 0.05$), and one unit increase in resiliency, 0.54 unit increases organizational citizenship behavior. Regression equation of perceived organizational support can be written as:

Organizational citizenship behavior = 0.448(Resiliency) + 1.873

Table 1: Regression Coefficients of Predicting Organizational Citizenship Behavior through Resiliency and Psychological Well-Being^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	1.873	0.253		7.403	.000		
	Resiliency	0.448	0.057	0.54	7.807	.000	0.854	1.1 71
	Psychological well-being	0.057	0.060	0.065	0/943	0.347	0.854	1.1 71

a. Dependent Variable = organizational citizenship behavior

Multiple regression analyses were used to examine the second research question. For Altruism, Table 2 shows that one unit increase in resiliency, 0.332 unit increases altruism and one unit increase in psychological well-being, 0.151 unit increases altruism. Regression equation of altruism can be written as:

Altruism = 0.413(Resiliency) + 0.196(Psychological well-being) + 1.825

Table 2: Regression Coefficients of Predicting Altruism through Resiliency and Psychological Well-Being^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.825	.420		4.346	.000
	Psychological well-being	.196	.100	.151	1.982	.040
	Resiliency	.413	.095	.332	4.338	.000

a. Dependent Variable: altruism

For Work conscious, Table 3 shows that one unit increase in resiliency, 0.341 unit increases Work conscious and one unit increase in psychological well-being, 0.159 unit increases Work conscious. Regression equation of Work conscious can be written as:

Work conscious = 0.442(Resiliency) + 0.215(Psychological well-being) + 1.872

Table 3: Regression Coefficients of Predicting Work Conscious through Resiliency and Psychological Well-Being^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.872	.434		4.315	.000
	PWB	.215	.103	.159	2.092	.038
	Resiliency	.442	.098	.341	4.495	.000

a. Dependent Variable: Work conscious

For Courtesy, Table 4 shows that one unit increase in resiliency, 0.377 unit increases Courtesy, and psychological well-being in regression model was not made significant ($p \geq 0.05$). Regression equation of Courtesy can be written as:

Courtesy = 0.705(Resiliency) + 1.487

Table 4: Regression Coefficients of Predicting Courtesy through Resiliency and Psychological Well-Being^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.487	.648		.295 .023
	PWB	-.167	.154	-.085 -1.087	.278
	Resiliency	.705	.147	.377 4.799	.000

a. Dependent Variable: Courtesy

For Civic virtue, Table 5 shows that one unit increase in resiliency, 0.494 unit increases Civic virtue, and psychological well-being in regression model was not made significant ($p \geq 0.05$). Regression equation of Civic virtue can be written as:

Civic virtue = 0.717(Resiliency) + 1.827

Table 5: Regression Coefficients of Predicting Civic Virtue through Resiliency and Psychological Well-Being^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.827	.477		.3827 .000
	PWB	-.187	.113	-.123 -1.651	.101
	Resiliency	.717	.108	.494 6.624	.000

a. Dependent Variable: Civic virtue

For Sportsmanship, Table 4 shows that resiliency and psychological well-being in regression model was not made significant ($p \geq 0.05$).

Table 6: Regression Coefficients of Predicting Sportsmanship through Resiliency and Psychological Well-Being^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.356	.593		.3973 .000
	PWB	.225	.141	.134 1.603	.111
	Resiliency	-.037	.134	-.023 -.278	.781

a. Dependent Variable: Sportsmanship

DISCUSSIONS AND CONCLUSIONS

The overall objective of this study was to investigate the influence of resiliency and psychological well-being on organizational citizenship behavior. The findings of the study showed that between these two variables only resiliency can predict organizational citizenship behavior and have effect on that. With one unit increase in resiliency organizational citizenship behavior 0.54 unit increases. Based on the results components of organizational citizenship behavior includes humanism and conscience to do through psychological well-being and resiliency and attention component and civic virtue through resiliency are predictable and resiliency and psychological well-being at the same time are not able to predict sportsmanship of OCB. Chernyak-Hai and Tziner (2012), Azim Zadeh et al (2010) and Alamian et al. (2012) showed a significant positive relationship between organizational citizenship behavior and personality dimensions. Shafizadeh

(2012) showed that resiliency has a significant positive correlation with personality dimensions. The logical conclusion of this research leads to the proposition that there is a relationship between organizational citizenship behavior (OCB) and resiliency, which is in line with the results of this study. Given the importance of organizational citizenship behavior and the organization's strive to promote it to increase resiliency, which leads to an increase in the organizational citizenship behavior, it is proposed that problem solving skills and conflict management skills be taught to staff, positive attachment be created, nutrition and health of workers be considered, and through training and support the confidence of employees be increased. And managers within the organization strive to create a friendly atmosphere with mutual respect. This should be in a way that people have friendly and sincere relationship based on mutual respect and trust with each other. For stressful jobs, in the time of employment, managers should evaluate and assess applicants level of resiliency, reduce the continuous presence of inspection agencies and security personnel to monitor and control individual as much as possible and give the person's control to himself, value the employees' beliefs and values, are valued entrust himself to the beliefs and values their employees are values, let people give their ideas and think, consult with them in making decisions to increase their self-confidence, through extracurricular activities increase happiness and joy of the employees, through increasing job security create optimism and provide peace of mind for staff, develop communication with staff and build social networks and explain changes to the staff so that they can easily be ready to accept them. On the other hand, the results showed that the level of perceived organizational support is average, accordingly to increase the perceived organizational support by the staff, it is better to explain the protections and privileges that the organization has provided for its employees and suitable informing be done to better understand the organizational support. As municipalities is a large organization, one of the programs that can be run by the organization to increase the level of perceived organizational support is to promote the level of protection of the directors, managers and supervisors of various departments. Transmission of support from high levels to middle levels and direct managers of employees, will increase the perceived organizational support by staff. It should be noted that the importance of direct superior in increasing the understanding of support is great and it has an important role. And the staff usually generalize the conduct of their direct supervisors to the organizations and ascribe their support to the organization. Accordingly, the organization should support directors, managers and supervisors and ask them to support their employees. By establishing appropriate reward systems, they can increase municipality employees understanding of organizational support and job satisfaction, and these two can be useful in creating a better working environment and have employees show beyond-role behavior and organizational citizenship behavior. In general it can be suggested holding workshops associated with emotional control, practice empathy, effective listening skills development, evaluating others' feelings, efficiency and effectiveness of employment, personal and organizational goals and functions, moral behavior, sport, creating friendship networks, creating extracurricular classes, specifying the privileges and organizational support to the lowest organizational levels, entertainment and the like, can boost employee morale, resiliency and mental health and increase understanding of organizational support resulting in increased organizational citizenship behavior, and thus organization can enjoy the benefits of organizational citizenship behavior.

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